Appendix D

Staff Responsibilities and Duties

The commander's staff must function as a single, cohesive unit—a professional team. Effective staff members know their respective responsibilities and duties. They are also familiar with the responsibilities and duties of other staff members. This appendix describes the responsibilities and duties commonly performed by staff officers assigned to the headquarters of Army organizations in the field, from battalion through corps. AR 10-5 describes the responsibilities and duties of the Army Staff. FM 100-22 contains information about the responsibilities of installation staffs. This appendix first discusses the common responsibilities and duties of all staff members. It then discusses specific responsibilities of chiefs of staff and of coordinating, special, and personal staff officers.

CONTENTS

COMMON STAFF ACTIVITIES, RESPONSIBILITIES, AND DUTIES

D-1. Staff activities focus on assisting the commander in mission accomplishment. The staff contributes to making and executing timely decisions. Commanders and staffs are continually alert for opportunities to streamline cumbersome or time-consuming procedures. The following paragraphs discuss activities, responsibilities, and duties common to all staff members.

ADVISING AND INFORMING THE COMMANDER

D-2. Staffs continuously provide relevant information (RI) to their respective commanders on the progress of operations. This RI helps commanders achieve situational understanding. One piece of information alone may not be significant; however, when combined with other information from the common operational picture (COP), it may allow the commander to formulate an accurate commander's visualization and make an appropriate decision. Staff members inform and advise the commander and other staff members concerning all matters pertaining to their individual fields of interest and related functional responsibilities, specifically on—

- Capabilities, limitations, requirements, availability, and employment of resources.
- Capabilities, limitations, and employment of supporting forces.
- Directives and policy guidance from higher headquarters.

PREPARING, UPDATING, AND MAINTAINING STAFF ESTIMATES

D-3. Staff sections prepare and maintain running estimates to help commanders make decisions. (See FM 5-0.) Effective plans and successful execution hinge on current staff estimates. Staff estimates always include recommendations for anticipated decisions. During planning, commanders use these recommendations to select feasible courses of action (COAs) for further analysis. During preparation and execution, commanders use recommendations from running estimates in decisionmaking. Failure to maintain running estimates may lead to errors or omissions that result in flawed plans or bad decisions.

MAKING RECOMMENDATIONS

D-4. Staff members make recommendations to help commanders reach decisions and establish policies. They also offer recommendations to each other and subordinate commanders. These recommendations are for information and assistance only.

D-5. Staff members present recommendations orally or in writing. Presentations may take the form of briefings, written estimates, or staff studies. Whether procedures are formal or informal, staff members carefully analyze and compare all feasible COAs, using the best information available. They candidly and objectively present alternatives, clearly explaining advantages and disadvantages of each. They are thoroughly prepared to recommend the best COA from the perspective of their individual fields of interest. Preparing recommendations includes coordinating with staff members whose fields of interest the recommendation might affect. Staff members prepare recommendations in a form that requires only the commander's approval or

disapproval. Within their fields of interest, staff members make recommendations regarding—

- Command policy.
- Guidance concerning force capabilities, limitations, and employment.
- Policies and procedures to enhance force capabilities.
- Priorities for employment, distribution, and support.
- Acceptable risk.
- Organization for combat, resource allocations, and command and support relationships.
- Resource allocation and employment synchronization of all organic and supporting assets (including those of other Services).
- General unit locations and movements.

PREPARING PLANS AND ORDERS

D-6. Staffs prepare and issue plans and orders to execute their commanders' decisions, coordinating all necessary details. (See FM 5-0.) Commanders may delegate authority to certain staff officers to issue plans and orders without their personal approval. Commanders assign a single staff officer responsibility for preparing and publishing plans and orders. Other staff members prepare portions of plans and orders that address their fields of interest. Examples include—

- Formulating the concepts of operations and support per the commander's intent.
- Identifying specified and implied tasks needed to accomplish the mission.
- Developing a concept of operations to support each COA.
- Adjusting plans and orders based on feedback.
- Identifying constraints.

Staff members make similar contributions to command standing operating procedures (SOPs), training plans, reports, studies, and summaries.

ASSESSING EXECUTION OF OPERATIONS

D-7. Staffs assist their commanders by ensuring that subordinates execute their decisions. This practice allows commanders to focus on the overall operation. It relieves commanders of having to address details better handled by subordinates. Assessing keeps staffs informed of the situation and provides them with current RI. Staffs use this RI to maintain running estimates and produce progress reports for their commanders. Staff members ensure that the intended recipients receive the commander's decisions and understand and execute them within the commander's intent. They also recommend adjustments when circumstances require. Staffs assess by analyzing reports, messages, and reports of staff visits and inspections. Assessment actions by staff members include—

- Monitoring the execution of instructions, plans, and orders.
- Ensuring subordinate and supporting units accomplish assigned tasks.

MANAGING INFORMATION WITHIN FIELDS OF INTEREST

D-8. Staff sections manage information related to their individual fields of interest. Staff members are not merely data collectors and transmitters. They analyze and clearly articulate information. Staffs collect, process, store, display, and disseminate information that flows continuously into their headquarters. They provide answers to the commander's critical information requirements (CCIR) to the commander and other staff members as quickly as possible.

D-9. Staff members routinely analyze factors influencing operations. They seek to identify problems affecting their fields of interest or the entire command. Judgment and experience are major factors in recognizing problems. Staff members follow a systematic approach, weighing each new item of information in relation to other available information. Staff sections may follow information management (IM) processes specific to their field of interest or battlefield operating system (BOS). The intelligence cycle is an example of such a process.

D-10. Staff members disseminate information using, among other media, briefings, electronic mail, staff papers, reports, and summaries. They use reports and summaries extensively to provide information to higher, subordinate, supporting, supported, and adjacent commands.

D-11. Staffs require the minimum number of reports from subordinates consistent with the commander's need for information.

D-12. Staff members perform the following general IM activities for information related to their fields of interest:
- Submitting information and intelligence requirements and reports to the G-2 (S-2).
- Monitoring operations and maintaining current COP-related information.
- Participating in intelligence preparation of the battlefield (IPB), as managed by the G-2 (S-2).
- Participating in intelligence, surveillance, and reconnaissance (ISR) planning.
- Participating in execution of ISR operations, as integrated by the G-3 (S-3) and synchronized by the G-2 (S-2).
- Providing risk assessment input to the G-3 (S-3).
- Reporting information of interest to the historian.
- Monitoring compliance with operations security (OPSEC) directives and procedures.
- Identifying host-nation (HN) requirements and coordinating with the G-5 (S-5) on integrating HN assets.
- Assessing and reporting military occupational specialty (MOS) shortfalls and personnel readiness issues to the G-1/AG (S-1).
- Determining workload requirements and assessing status of their organizations.
- Evaluating the effectiveness of support.
- Identifying requirements for additional units, personnel, equipment, or support.

- Determining and planning training requirements for the entire force.
- Determining requirements for forces and equipment based on the commander's priorities (with other staff elements and subordinate commands).
- Determining the adequacy of priorities for employing units.
- Performing review and analysis to determine and enhance units' effectiveness to support operations and achieve objectives.
- Analyzing operational effects on the environment and assessing its status.

D-13. Within their fields of interest, staff members fulfill the following specific IM tasks and activities:

- Develop and provide to the G-6, their assigned annex of or input to the command information management plan (CIMP).
- Identify and update information requirements (IRs).
- Recommend changes to the CCIR.
- Collect, process, disseminate, display, and store RI from their individual fields of interest for others' use.
- Help the G-3 (S-3) and G-6 (S-6) maintain the COP.
- Help the commander develop knowledge and derive situational understanding from the COP.

D-14. The information management coordinator (IMCOORD), assisted by the RI and information systems (INFOSYS) officers, has overall responsibility for compiling RI developed by all staff sections. The IMCOORD, RI officer, and INFOSYS officer manage available networked means to collect, process, display, store, and disseminate RI needed to maintain and disseminate the COP.

IDENTIFYING AND ANALYZING PROBLEMS

D-15. Staffs continually identify current and future problems or issues that affect mission accomplishment. Once they identify a problem, staff members analyze the actions or coordination needed to solve it. Sometimes staff members have the ability and authority to solve the problem without involving the commander. If not, once they analyze the problem, they make a recommendation to the commander for decision.

PERFORMING STAFF COORDINATION

D-16. Staff coordination results in making certain that staff actions and subordinate unit operations fit together in an integrated whole to achieve a unified effort. Good staff coordination requires personal initiative, a spirit of cooperation, and the genuine interest of each staff member. Most staff actions require coordination that extends beyond the immediate command to higher, subordinate, supporting, supported, and adjacent commands. Coordination is essential for four reasons:

- Ensure a thorough understanding of the commander's intent.
- Ensure complete and coherent staff actions.
- Avoid conflict and duplication by adjusting plans or policies before implementation.
- Consider all factors affecting the situation.

D-17. The coordinating staff officer under whose field of interest an action falls is responsible for coordinating it. Coordinating staff officers frequently designate members of their sections as action officers. Action officers coordinate proposed COAs with staff sections the COA would affect. All staff members examine the action from the perspective of their individual fields of interest and that of the commander to determine the optimal COA. The action officer resolves any conflicts and presents a recommendation to the approving authority for decision. Coordination by staff members includes—

- Coordinating with and providing direction to other staff elements about issues and information.
- Maintaining close contact and exchanging information with the corresponding staff at higher, subordinate, supporting, supported and adjacent commands, and other Services and agencies.
- Coordinating HN support or local civilian support with the G-5 (S-5).

When the command is subordinate to a joint headquarters, the G-3 (S-3) is responsible for coordinating with the J-3 (operations) and the J-5 (plans and policy). The G-5 (S-5) is responsible for coordinating with the J-5 and the J-3.

CONDUCTING TRAINING

D-18. All staff members assess training requirements within their fields of interest across the command. Each adds these requirements into the overall command training plan, which the G-3 (S-3) maintains. Staff members determine the amount and type of training needed, and any evaluation requirements. This includes any command technical training within a staff member's field of interest. The staff member is responsible for planning and supervising this training. Examples include training requirements for—

- Intelligence-related subjects, determined by the G-2.
- Treatment and disposition of enemy defectors and enemy prisoners of war (EPWs), civilian internees, and detainees, determined by the G-5.
- Risk management, determined by the safety officer.

D-19. In addition, all staff members are responsible for supporting the overall command training program with expertise and resources from their fields of interest. (See FM 7-0 and FM 25-101.)

PERFORMING STAFF ASSISTANCE VISITS

D-20. Staff members visit subordinate units for several reasons. These include gathering information for the commander, observing the execution of orders, and providing advice and assistance in their fields of interest. Commanders may designate representatives to make these visits in their name.

D-21. When visiting subordinate units, staff members call on the subordinate unit commander to explain the visit's purpose. Before leaving, they report any findings to the subordinate commander and any information they plan to report. Staff members avoid interfering with the subordinate commander's responsibilities. If the subordinate commander misunderstands the higher commander's orders, staff members provide additional information and guidance to the subordinate commander or staff. When staff members return to the sending headquarters, they make a brief oral or written report to their

staff principal, the chief of staff (COS), or the commander. The COS provides this report to other staff members.

PERFORMING RISK MANAGEMENT

D-22. Every staff member integrates risk management into the conduct (planning, preparing, executing, and assessing) of training and operations. Staff members help their commander minimize unnecessary risk by assessing hazards within their fields of interest and recommending controls to reduce or eliminate unnecessary risk. (See FM 100-14.)

CONDUCTING STAFF INSPECTIONS

D-23. Commanders direct individual staff members or teams to conduct staff inspections. Commanders use inspections to determine certain conditions within a subordinate unit, such as compliance or conformity with policies and regulations. Inspectors note positive and negative observations. Before the inspection, inspectors inform the subordinate commander of the inspection's purpose. Afterward, inspectors provide an informal report to the subordinate commander before they leave. Inspectors normally prepare a written report for their commander and furnish a copy to the inspected unit.

PERFORMING STAFF WRITING

D-24. Staff members prepare a variety of written communications—particularly at division level and above, where operations rely primarily on written directives, reports, orders, and studies. Effective staff writing conveys the writer's exact meaning and cannot be misinterpreted.

CONDUCTING STAFF RESEARCH

D-25. Staff research involves collecting and evaluating facts to solve problems or provide information. The problem determines the extent of research. Only after analyzing a problem and listing the main factors to consider can staff members determine how much and what kind of information to collect.

D-26. Staff members decide when they have enough information to draw valid conclusions. Valid conclusions are relevant to the topic, objective, and supported by data. Staff members arrive at them through a logical thought process.

PERFORMING STAFF ADMINISTRATIVE PROCEDURES

D-27. Each staff member performs administrative procedures. Effective procedures provide continuity for completed staff actions and allow staff members and staff sections to accomplish tasks efficiently and effectively. Staff members manage administrative activities within their own staff sections. Examples include maintaining—
- Policy files of the commander and higher headquarters.
- Current command SOPs and, specifically, the internal SOP for the staff member's field of interest.
- Staff section records, especially those providing RI for the commander.
- Reference files.

EXERCISING STAFF SUPERVISION

D-28. Staff supervision involves overseeing operations within individual fields of interest and supervising staff sections and their personnel.

Overseeing Fields of Interest

D-29. Staff sections exercise oversight by performing the following tasks that affect their individual fields of interest:

- Performing staff supervision of activities and units assigned, attached, or under the operational control (OPCON) of the command, to ensure adequate support of the command.
- Monitoring the maintenance, personnel, and equipment status, and advising the commander and responsible coordinating staff officer.
- Organizing and supervising subelements.

Supervising Staff Sections and Staff Personnel

D-30. Staff section leaders supervise their personnel. Supervision includes—

- Recommending and coordinating assignments and personnel issues.
- Coordinating procurement, storage, issue, and distribution of section equipment.
- Conducting section training.

SPECIFIC STAFF RESPONSIBILITIES AND DUTIES

D-31. This section outlines the responsibilities and duties of the chief of staff (executive officer) and individual staff officers. Staff officers are listed under the coordinating, special, and personal staff group to which they belong. Special staff officers are listed under the staff officer exercising coordinating staff responsibility over them. Discussions include the areas over which each staff officer exercises responsibility for staff planning and supervision. They also list special staff officers over which each coordinating staff officer exercises coordinating staff responsibility.

CHIEF OF STAFF/EXECUTIVE OFFICER

D-32. The COS or executive officer (XO) is the commander's principal assistant for directing, coordinating, supervising, and training the staff, except in areas the commander reserves. The commander normally delegates executive management authority (equivalent to command of the staff) to the COS. The COS frees the commander from routine details of staff operations and passes pertinent data, information, and insight from the staff to the commander and from the commander to the staff. Staff members inform the COS of any recommendations or information they pass directly to the commander, and of instructions they receive directly from the commander.

D-33. The value of a close relationship between the commander and COS cannot be overstated. During operations, the COS must anticipate events and share a near-identical visualization of operations, events, and requirements. The COS must understand the commander's intent at least as well as subordinate commanders. An effective COS understands the commander's personality, style, and instincts as they affect the commander's intentions.

D-34. The COS helps the commander prepare subordinate units for future employment. The COS monitors their combat readiness status and directs actions to posture subordinate units. Under special conditions or missions, the commander may give the COS temporary command of a portion of the force. Examples of these situations include deployments, retrograde operations, obstacle crossings, and when the commander and deputy or assistant commanders are unable to command.

D-35. The COS ensures the information element of combat power is integrated into operations per the commander's intent and concept of operations. In corps, divisions, and selected brigades, the G-7 (S-7) and other coordinating staff officers assist the COS with information operations (IO) responsibilities.

D-36. Corps, divisions, major support commands, and other organizations commanded by a general officer are authorized a COS. Other units (regiments, brigades, and battalions) are authorized an XO, who performs the duties of a COS. As supervisor of the staff, the COS (XO) is responsible for—

- Supervising all tasks assigned to the staff.
- Directing the efforts of coordinating and special staff officers.
- Integrating and synchronizing plans and orders.
- Supervising management of the CCIR.
- Establishing, managing, and enforcing the staff planning time line (per the commander's guidance).
- Supervising the targeting and other cross-FLOT (forward line of own troops) planning cells.
- Integrating fratricide countermeasures into plans and orders.
- Determining liaison requirements, establishing liaison information exchange requirements, and receiving liaison teams.
- Directly supervising the main command post (CP) and headquarters cell, including, displacement, protection, security, and communications.
- Monitoring the staff's discipline, morale, and operational readiness.
- Conducting staff training.
- Ensuring staff work conforms to the mission, commander's guidance, and time available.
- Ensuring the staff integrates and coordinates its activities internally and with higher, subordinate, supporting, supported, and adjacent commands.
- Ensuring all staff sections participate in and provide functional expertise to IPB, managed by the G-2 (S-2) in coordination with the G-3 (S-3).
- Informing the commander, deputy or assistant commanders, other primary staff officers, and subordinate unit COSs about new missions, instructions, and developments.
- Directing and supervising staff planning.
- Supervising ISR integration.
- Ensuring the staff renders assistance to subordinate commanders and staffs.
- Integrating risk management across the staff throughout the operations process. (See FM 100-14.)

- Maintaining knowledge of all directives, orders, and instructions the commander issues to the staff, subordinate commanders, and subordinate units, and verifying their execution.
- Exercising coordinating staff responsibility for the following special staff officers—
  - Headquarters commandant.
  - Secretary of the general staff (SGS).
  - Liaison officers (LNOs).

COORDINATING STAFF OFFICERS

D-37. Coordinating staff officers coordinate actions for the commander and for special staff sections over which they are assigned coordinating staff responsibility. Coordinating staff responsibility includes—

- Ensuring that special staff officers or sections have personnel, logistics, facilities, and proper support.
- Coordinating actions and taskings of special staff officers across the entire staff.
- Informing the COS of the special staff officer's actions.

Coordinating staff officers establish procedures for coordinating and integrating special staff activities within their individual fields of interest.

Assistant Chief of Staff, G-1/AG (S-1), Personnel

D-38. The ACOS, G-1/AG (S-1) is the principal staff officer for all matters concerning human resources support (military and civilian). The G-1/AG (S-1) also serves as the senior adjutant general officer in the command. A G-1/AG (S-1) is authorized at every echelon from battalion through corps. Specific responsibilities of the G-1/AG (S-1) include manning, personnel services, personnel support, and headquarters management.

D-39. Manning. Manning includes personnel readiness management, personnel replacement management, and personnel accounting.

D-40. Personnel readiness management includes—

- Analyzing personnel strength data to determine current capabilities and project future requirements.
- Unit strength maintenance, including monitoring, collecting, and analyzing data affecting soldier readiness (such as, morale, organizational climate, commitment, and cohesion).
- Monitoring unit strength status and developing plans to maintain it.
- Monitoring the deployability of soldiers.
- Supporting unit linguist requirements through identifying all foreign-language-skilled soldiers in the organization, regardless of MOS. This includes administrative support of linguists.

D-41. Personnel replacement management includes—

- Advising the commander and staff about individual, team, or crew replacements, and replacement-system operations.
- Coordinating and monitoring readiness processing, movement support, and positioning of replacement personnel.

- Receiving, accounting, processing, and delivering personnel.
- Preparing estimates for personnel replacement requirements, based on estimated casualties, nonbattle losses, and foreseeable administrative losses.
- Preparing plans and policies to govern the assignment of replacement personnel.
- Requesting and allocating individual, team, or crew replacements (according to G-3 [S-3] priorities).
- Integrating the personnel replacement plan with the equipment replacement plan (from the G-4 [S-4]) and the training plan (from the G-3 [S-3]).

D-42. Personnel accounting includes—
- Maintaining a personnel information database.
- Accounting for military personnel individually.
- Collecting, processing, and storing critical information about soldiers, units, and civilians.
- Accounting for civilian personnel.

D-43. **Personnel Services.** Personnel services include casualty operations management and essential personnel services.

D-44. Casualty operations management involves—
- Casualty reporting, notification, and assistance.
- Line-of-duty determination.
- Reporting of status of remains.
- Casualty mail coordination.

D-45. Essential personnel services include—
- Awards program management.
- Records management, including finance, legal services, and command information.
- Retention.
- Planning and coordinating policies for soldiers deemed unfit for combat duty (for example, for medical reasons).
- Managing line-of-duty investigations, congressional and family inquiries, and special correspondence.
- Finance and legal services.
- Servicemember's Group Life Insurance (SGLI).
- Internal (formerly command) information program.

D-46. **Personnel Support.** Personnel support includes—
- Postal operations management, which involves operational and technical control, including EPW mail services.
- Morale, welfare, and recreation (MWR), and community support, including fitness programs.
- Band operations.
- Quality-of-life programs, including assessing morale and recommending programs to enhance it.
- Equal opportunity management.

- Community and family support activities and programs.
- Coordinating interaction with the Army and Air Force Exchange Service (AAFES), and nonmilitary agencies servicing the command, such as the American Red Cross.
- Deploying civilian labor (with the civilian personnel officer).

D-47. **Headquarters Management.** Headquarters management includes—
- Managing the organization and administration of the headquarters.
- Recommending manpower allocation.
- Coordinating and supervising movement, internal arrangement, and space allocation.
- Administrative support for military and civilian personnel, including leaves, passes, counseling, transfers, awards, and personal affairs.
- Providing information services, including publications, printing, distribution, and Freedom of Information Act material.
- Administrative support for non-US forces, foreign nationals, and civilian internees.
- Administration of discipline, law, and order (with the provost marshal [PM]), including absence without leave (AWOL), desertion, court-martial offenses, punishments, and straggler disposition.

D-48. **Coordinating Staff Responsibility.** The G-1/AG (S-1) has coordinating staff responsibility for the following special and personal staff officers:
- Special staff officers.
  - Civilian personnel officer (CPO).
  - Dental surgeon.
  - Equal opportunity adviser (EOA).
  - Finance officer.
  - Surgeon.
  - Veterinary officer.
- Personal staff officers when functioning as special staff officers.
  - Inspector general (IG).
  - Public affairs officer (PAO).
  - Staff judge advocate (SJA).

Assistant Chief of Staff, G-2 (S-2), Intelligence

D-49. The ACOS, G-2 (S-2) is the principal staff officer for all matters concerning the enemy/threat, the environment as it affects the enemy/threat, intelligence, and counterintelligence. Additionally, the G-2 (S-2) supports security programs. A G-2 (S-2) is authorized at every echelon from battalion through corps. The G-2 (S-2) is responsible for intelligence readiness, intelligence tasks, intelligence synchronization, other intelligence support, counterintelligence, and support to security programs.

D-50. **Intelligence Readiness.** Intelligence readiness includes—
- Establishing and maintaining the proper relationships and procedures (based on contingency requirements) with other intelligence staffs, units, and organizations at all times, including during support to the theater engagement plan and normal garrison activities.

- Establishing and maintaining flexible intelligence architecture during normal garrison activities. This includes coordinating with the G-6 (S-6) for adequate supporting communications.
- Coordinating with higher echelons, the G-4 (S-4), and the engineer co-ordinator (ENCOORD) to identify requirements for geospatial products, before deploying on an operation.
- Preparing the command intelligence training plan and integrating intelligence, counterintelligence, and enemy/threat considerations (organization, equipment, operations, and EPW handling) into other training plans.
- Exercising staff supervision of military intelligence support to the command intelligence training program.

D-51. **Intelligence Tasks.** Intelligence tasks include—
- Managing the intelligence process to produce and disseminate intelligence to meet the commander's and other users' requirements in a timely manner, and to support distributed intelligence production and intelligence reach based on the unit area of intelligence responsibility.
- Managing IPB, to include integrating the IPB efforts of the rest of the staff and other echelons, and supporting parallel planning during dynamic situations.
- Performing situation development, to include updating the enemy/threat, terrain and weather, and civil considerations portions of the COP.
- Providing indications and warnings support to operations.
- Providing intelligence support to targeting, to include participating in targeting meetings, developing targets, planning target acquisition, and tracking high-payoff targets (HPTs).
- Providing intelligence support to battle damage assessment.
- Providing intelligence support to force protection.
- Providing intelligence support to IO by integrating intelligence products into IO planning and integrating IO considerations into the other intelligence tasks, as applicable at that echelon.
- Recommending priority intelligence requirements (PIRs).

D-52. **Intelligence Synchronization.** Intelligence synchronization includes—
- Synchronizing intelligence support to operations and to ISR integration through close coordination with the commander, COS (XO), G-3 (S-3), and the other staff members.
- Managing intelligence requirements, to include—
  - Developing and continuously updating a list of intelligence gaps.
  - Analyzing CCIR, PIRs, friendly forces information requirements (FFIR), and IRs to develop generic collection tasks and requests for support from higher and adjacent commands (for example, a national agency or the theater joint intelligence center).
  - Developing the intelligence synchronization plan.
  - Satisfying requirements through intelligence reach.
  - Tracking requirements and disseminating intelligence to satisfy CCIR, then PIRs, FFIR, IRs, and other requirements.

- Evaluating collection reporting and intelligence.
- Facilitating ISR integration by giving the commander and G-3 (S-3) the initial intelligence synchronization plan and helping the G-3 (S-3) develop the initial ISR plan. These tasks include—
  - Advising the commander on collection capabilities and limitations.
  - Advising the commander on unit intelligence production capabilities and limitations.
  - Helping translate the commander's intent, concept of operations, and initial CCIR into the initial focus and intent for collection.
  - Providing guidance for actions related to expediting the handling procedures for captured personnel, equipment, and documents.
  - Recommending to the G-3 (S-3) initial taskings of assigned, attached, and supporting intelligence collection assets.
  - Requesting support for higher and adjacent unit intelligence collection, processing, and production.
- Recommending to the commander and G-3 (S-3) adjustments to the ISR plan to facilitate ISR integration. This task includes—
  - Assessing the effects of collection by maintaining requirements visibility, asset visibility, and ISR assessment capability.
  - Recommending to the G-3 (S-3) refocus of and new taskings for assigned, attached, and supporting intelligence collection assets.
  - Requesting support for higher and adjacent command intelligence collection, processing, and production.
  - Adjusting the production and dissemination portion of the intelligence synchronization plan.

D-53. **Other Intelligence Support.** Other intelligence support includes—
- Supporting the conduct of collection operations:
  - Providing intelligence updates, other products, and additional support to ISR integration, the concept of operations, and mission accomplishment.
  - Advising the commander so that all collection, production, and dissemination adhere to special security, legal, and regulatory restrictions.
  - Facilitating the military-intelligence-unique deconfliction of collection among assigned, attached, and supporting intelligence collection assets and other collection assets in the area of operations (AO).
- Preparing the intelligence annex to plans and orders, and the intelligence estimate.
- Coordinating technical control and technical support for military intelligence assets and units.
- Debriefing friendly personnel when necessary.
- Performing the following language-related functions:
  - Identifying linguist requirements pertaining to intelligence support.
  - Determining all foreign languages (spoken and written) and dialects in which proficiency is needed for mission accomplishment.
  - Coordinating for security investigations of local-hire linguists.

D-54. **Counterintelligence.** Counterintelligence includes—
- Coordinating counterintelligence activities.
- Identifying enemy intelligence collection capabilities, such as efforts targeted against the unit.
- Evaluating enemy intelligence capabilities as they affect OPSEC, countersurveillance, signals security (SIGSEC), security operations, military deception (MD) planning, psychological operations (PSYOP), area security operations, and force protection.

D-55. **Support to Security Programs.** Support to security programs includes—
- Supervising the command and personnel security programs.
- Evaluating physical security vulnerabilities (to support the G-3 [S-3] and G-7 [S-7]).
- Performing staff planning and supervising the special security office.

D-56. **Coordinating Staff Responsibility.** The G-2 (S-2) has coordinating staff responsibility for the staff weather officer.

Assistant Chief of Staff, G-3 (S-3), Operations

D-57. The ACOS, G-3 (S-3) is the principal staff officer for all matters concerning training, operations and plans, and force development and modernization. A G-3 (S-3) is authorized at every echelon from battalion through corps.

D-58. **Training.** G-3 (S-3) training responsibilities include—
- Conducting training within the command.
- Preparing training guidance for the commander's approval.
- Helping the commander develop the unit's mission essential task list (METL).
- Identifying training requirements, based on the unit METL and training status.
- Determining requirements for and allocation of training resources.
- Organizing and conducting internal schools, and obtaining and allocating quotas for external schools.
- Conducting training inspections, tests, and evaluations.
- Maintaining the unit readiness status of each unit in the command.
- Compiling training records and reports.

D-59. **Operations and Plans.** Operations and plans includes—
- Preparing, coordinating, authenticating, publishing, and distributing the command SOP, plans, orders (including fragmentary orders [FRAGOs] and warning orders [WARNOs]), and terrain requirements and products involving contributions from other staff sections.
- Planning, coordinating, and supervising exercises.
- Participating in targeting meetings.
- Reviewing plans and orders of subordinate units.
- Synchronizing tactical operations with all staff sections.
- Reviewing plans and orders for synchronization and completeness.

- Ensuring necessary combat support requirements are provided when and where required.
- Coordinating with the G-5 (S-5) on using Army forces to establish civil government.
- Integrating ISR into the concept of operations.
- Integrating and managing the ISR effort through an integrated staff process and procedure.
- Developing the ISR plan (with rest of the staff). The ISR plan produces an initial ISR order to answer initial CCIR, PIRs, and IRs. It supports the commander's visualization.
- Developing the ISR annex to plans and orders (with the rest of the staff).
- Synchronizing ISR with the overall operation throughout the operations process (with the rest of the staff).
- Allocating ISR tasks (considering recommendations from the rest of the staff).
- Retasking and refocusing collection assets during execution (considering recommendations from the rest of the staff).
- Integrating fire support into operations.
- Coordinating with the commander, COS (XO), and G-6 (S-6) to establish, oversee, and supervise battle staff IM activities of the CP.
  - Giving direction and guidance to the G-6 (S-6) and battle staff on how the CP supports the commander's exercise of C2.
  - Providing input to the CIMP so the G-6/IMCOORD and the battle staff can provide RI and INFOSYS technical support.
- Planning tactical troop movements, including route selection, priority of movement, timing, security, bivouacking, quartering, staging, and preparing movement orders.
- Recommending priorities for allocating critical resources, including—
  - Time (available planning time).
  - Ammunition basic loads and the controlled supply rate (CSR). Approving the CSR after G-4/materiel management center input.
  - Personnel and equipment replacements.
  - Electronic frequencies and secure key lists.
- Developing the ammunition required supply rate (RSR) (with the G-2 and G-4).
- Requisitioning replacement units (through operations channels).
- Establishing criteria for reconstitution operations.
- Recommending use of resources to accomplish maneuver and support, including resources required for MD.
- Coordinating and directing terrain management.
- Determining combat service support (CSS) resource requirements (with the G-1/AG [S-1] and G-4 [S-4]).
- Participating in COA and decision support template development (with the G-2 [S-2] and fire support coordinator [FSCOORD]).
- Coordinating with the ENCOORD, G-2 (S-2), G-5 (S-5), and surgeon to establish environmental vulnerability protection levels.

- Recommending general CP locations.
- Recommending task organizations and assigning missions to subordinate elements, which includes—
  - Developing, maintaining, and revising troop lists.
  - Organizing and equipping units, to include estimating the numbers and types of units to organize and the priority for phasing in or replacing personnel and equipment.
  - Receiving units, detachments, or teams, to include orienting, training, and reorganizing them.
- Integrating space support, IO (with the G-7), and fire support into all operations.
- Coordinating with the G-1/AG (S-1) for civilian personnel involvement in tactical operations.
- Supporting linguist requirements, to include consolidating linguist requirements and establishing priorities for using linguists.

D-60. **Force Development and Modernization.** Force development and modernization includes—

- Developing and recommending a planned or programmed force structure.
- Processing procedures for unit activation, inactivation, establishment, discontinuance, and reorganization (force accounting).
- Fielding new weapons and equipment systems (force modernization).
- Evaluating the organizational structure, functions, and workload of military and civilian personnel to ensure their proper use and requirements (manpower utilization and requirements).
- Allocating manpower resources to subordinate commands within established ceilings and guidance (manpower allocation).
- Developing and revising unit force data for documenting any changes to the modification table of organization and equipment (MTOE) and modification table of distribution and allowances (MTDA).
- Recording and reporting data for information, planning and programming, allocation, and justification (manpower reports).
- Conducting formal, on-site manpower and equipment surveys.
- Ensuring MTOE and MTDA documents reflect the minimum essential and most economical equipment needed for the assigned mission.
- Determining qualitative and quantitative personnel requirements for new equipment and systems.

D-61. **Staff Planning and Supervision.** The G-3 (S-3) has staff planning and supervisory responsibility for the following areas:

- Force protection.
- Army airspace command and control (A2C2).
- Area damage control.
- Rear area and base security.
- Discipline, law, and order (coordinates with the G-1/AG (S-1) on appropriate administrative procedures).
- Activating and deactivating units.
- Operations involving EPWs and civilian internees (with the PM).

D-62. **Coordinating Staff Responsibility.** The G-3 (S-3) has coordinating staff responsibility for the following staff officers:

- Air and missile defense coordinator (AMDCOORD).
- Air liaison officer (ALO).
- Aviation coordinator (AVCOORD).
- Chemical officer (CHEMO).
- Engineer coordinator (ENCOORD).
- Explosive ordnance disposal (EOD) officer.
- Fire support coordinator (FSCOORD).
- Historian.
- Liaison officers (LNOs).
- Marine liaison team (MLT) commander.
- Provost marshal (PM).
- Safety officer.
- Space operations officer (SOO).
- Special operations coordinator (SOCOORD).
- Theater airlift liaison officer (TALO).

Assistant Chief of Staff, G-4 (S-4), Logistics

D-63. The ACOS, G-4 (S-4) is the principal staff officer for logistic operations and plans (general), supply, maintenance, transportation, and services. The G-4 (S-4) links the support unit, commander, and rest of the staff. The G-4 (S-4) helps the support unit commander maintain logistics visibility with the commander and the rest of the staff. A G-4 (S-4) is authorized at every echelon from battalion through corps. In brigades and battalions, the S-4 both coordinates activities and executes requirements for the commander and unit.

D-64. **Logistic Operations and Plans (General).** Logistic operations and plans (general) includes—

- Developing the logistic plan to support operations (with the G-3 [S-3]).
- Coordinating with the G-3 (S-3), G-2 (S-2), and ENCOORD to requisition cataloged topographic foundation data and existing mission-specific data sets from the Defense Logistics Agency.
- Coordinating with the G-3 (S-3) and G-1/AG (S-1) on equipping re-placement personnel and units.
- Coordinating with the support unit commander on the current and future support capability of that unit.
- Coordinating the selection of, and recommending to the G-3 (S-3), main supply routes (MSRs) and logistic support areas (with the ENCOORD).
- Performing logistic preparation of the battlefield (with the support command).
- Recommending command policy for collecting and disposing of excess property and salvage.

D-65. **Supply.** Supply includes—

- Determining supply requirements, except medical (with the support unit commander and the G-3 [S-3]).

- Coordinating all classes of supply except class VIII (which is coordinated through medical supply channels).
- Coordinating the requisition, acquisition, and storage of supplies and equipment, and the maintenance of materiel records.
- Recommending CSS priorities and CSRs.
- Ensuring that accountability and security of supplies and equipment are adequate (with the PM).
- Calculating and recommending to the G-3 (S-3) basic and prescribed loads, and helping the G-3 (S-3) determine RSRs.
- Coordinating and monitoring the collection and distribution of excess, surplus, and salvage supplies and equipment.
- Directing the disposal of captured enemy supplies and equipment (after coordination with the G-2 [S-2]).
- Coordinating the allocation of petroleum products to subordinate units.
- Coordinating HN support with the G-5 (S-5).

D-66. Maintenance. Maintenance includes—

- Monitoring and analyzing the equipment readiness status.
- Determining maintenance workload requirements, less medical (with the support command).
- Coordinating equipment recovery and evacuation operations (with the support command).
- Determining maintenance time lines.

D-67. Transportation. Transportation includes—

- Conducting operational and tactical planning to support mode and terminal operations, and movement control.
- Planning administrative troop movements (with the G-3 [S-3]).
- Coordinating transportation assets for other Services.
- Coordinating with the G-5 (S-5) for HN support.
- Coordinating special transport requirements to move the CP.
- Coordinating with the G-1/AG (S-1) and the PM on transporting replacement personnel and EPWs.
- Coordinating with the G-3 (S-3) for CSS of tactical troop movements.

D-68. Services. Services include—

- Coordinating the construction of facilities and installations, except for fortifications and signal systems.
- Coordinating field sanitation.
- Coordinating organizational clothing and individual equipment exchange and replacement.
- Coordinating unit spill-prevention plans.
- Coordinating or providing food preparation, water purification, mortuary affairs, aerial delivery, laundry, shower, and clothing/light textile repair.
- Coordinating the transportation, storage, handling, and disposal of hazardous material or hazardous waste.
- Supporting the linguist requirements, to include contracting for, planning, and providing logistic support to contracted linguists.

D-69. **Staff Planning and Supervision.** The G-4 (S-4) has the following staff planning and supervisory responsibilities:

- Identifying requirements that can be met through contracting.
- Identifying requirements and restrictions for using local civilians, EPWs, and civilian internees and detainees in CSS operations.
- Coordinating with the SJA on legal aspects of contracting.
- Coordinating with the resource manager (RM) and finance officer on the financial aspects of contracting.
- Coordinating real property control and fire protection for facilities.

D-70. **Coordinating Staff Responsibility.** The G-4 (S-4) has coordinating staff responsibility for the transportation officer.

Assistant Chief of Staff, G-5 (S-5), Civil-Military Operations

D-71. The ACOS, G-5 (S-5) is the principal staff officer for all matters concerning civil-military operations (CMO). The G-5 (S-5) establishes the civil-military operations center, evaluates civil considerations during mission analysis (identifying the civil centers of gravity), and prepares the ground-work for transitioning the AO from military to civilian control. The G-5 (S-5) advises the commander on the military's effect on civilians in the AO, relative to the complex relationship of these people with the terrain and institutions over time. The G-5 (S-5) is responsible for enhancing the relationship between Army forces and the civil authorities and people in the AO. The G-5 (S-5) is required at all echelons from battalion through corps, but authorized only at division and corps. Once deployed, units below division level may be authorized an S-5.

D-72. **Staff Responsibilities.** G-5 (S-5) responsibilities include—

- Advising the commander on the effect of civilian populations on military operations.
- Minimizing civilian interference with operations. This includes dislocated civilian operations, curfews, and movement restrictions.
- Advising the commander on legal and moral obligations incurred from the long- and short-term effects (economic, environmental, and health) of military operations on civilian populations.
- Advising the commander on employing military units that can perform CMO missions.
- Operating a civil-military operations center to maintain liaison with other US governmental agencies, HN civil and military authorities, and nongovernmental and international organizations in the AO.
- Coordinating with the FSCOORD on protected targets.
- Planning community relations programs to gain and maintain public understanding and goodwill, and to support military operations.
- Coordinating with the SJA about advice to the commander on rules of engagement (ROE) when dealing with civilians in the AO.
- Providing the G-2 (S-2) information gained from civilians in the AO.
- Coordinating with the G-7 and PSYOP officer on trends in public opinion.
- Coordinating with the surgeon on the military use of civilian medical facilities, materials, and supplies.

- Coordinating with the G-7, PAO, and PSYOP officer to ensure disseminated information is not contradictory.
- Helping the G-1/AG (S-1) coordinate for local labor resources.
- Coordinating with the PAO on supervising public information media under civil control.
- Providing instruction to units, officials (friendly, HN civil, or HN military), and the population on identifying, planning, and implementing programs to support civilian populations and strengthen HN internal defense and development.
- Identifying and assisting the G-6 (S-6) with coordinating military use of local INFOSYS.
- Providing technical advice and assistance in reorienting enemy defectors, EPWs, civilian internees, and detainees.
- Participating in targeting meetings.
- Coordinating with the PM to control civilian traffic in the AO.
- Helping the G-4 (S-4) coordinate facilities, supplies, and other materiel resources available from the civil sector to support operations.
- Coordinating with the G-1/AG (S-1) and SJA in establishing off-limits areas and establishments.
- Coordinating civilian claims against the US Government with the SJA.

D-73. **Staff Planning and Supervision.** The G-5 (S-5) performs staff planning for and exercises staff supervision over—
- Attached civil affairs units.
- Military support to civil defense and civic action projects.
- Protection of culturally significant sites.
- Humanitarian civil assistance and disaster relief.
- Noncombatant evacuation operations (NEO).
- Emergency food, shelter, clothing, and fuel for local civilians.
- Public order and safety as they apply to operations.

Assistant Chief of Staff, G-6 (S-6), Command, Control, Communications, and Computer Operations

D-74. The ACOS, G-6 (S-6) is the principal staff officer for all matters concerning command, control, communications, and computer operations (C4OPS). A G-6 (S-6) is authorized at all echelons from battalion through corps. The G-6 (S-6) advises the commander, staff, and subordinate commanders on C4OPS matters. C4OPS include C4 operations (general), network operations (NETOPS) and IM.

D-75. **C4 Operations (General).** G-6 (S-6) responsibilities related to C4OPS (general) include—
- Preparing and maintaining C4OPS estimates, plans, and orders.
- Monitoring and making recommendations on all technical C4OPS activities.
- Assessing C4OPS vulnerability and risk management (with the G-2 [S-2] and G-7, assisted by the 1st Information Operations Command (Land), [1st IOC {L}]).

- Recommending C4OPS network priorities for battle command.
- Recommending CP locations, based on the information environment.
- Ensuring that redundant communications means are planned and available to pass time-sensitive information.
- Recommending C2-related essential elements of friendly information (EEFI).
- Establishing automation systems administration procedures for all INFOSYS.
- Establishing procedures for collecting, processing, displaying, storing, and disseminating data and information within the headquarters, staff sections, and major subordinate commands throughout the operations process (per the CIMP).
- Managing and controlling information network capabilities and services.

D-76. **Network Operations.** The NETOPS officer integrates mission information applications with INFOSYS and communications and computer operations of the warfighting information network. NETOPS includes network management (NM), information dissemination management (IDM), and information assurance (IA):

- **Network management.** Network management provides commanders with the ability to review and manage their networks to support ongoing IO and to adjust or reallocate network capabilities.
- **Information dissemination management.** IDM is the capability to provide a managed flow of RI based on the command's missions.
- **Information assurance.** IA includes issuing plans, orders, and polices that minimize the vulnerabilities of information, INFOSYS, and networks consistent with the defense-in-depth concept. Its goal is to protect and defend INFOSYS and networks against exploitation, degradation, and denial of services. IA responsibilities of the G-6 (S-6) include IA management and computer network defense functions.

D-77. G-6 (S-6) responsibilities related to NETOPS include—

- Coordinating, planning, and directing all C4OPS support interfaces with joint and multinational forces, including HN support interfaces.
- Coordinating the availability of commercial INFOSYS and information services for military use with the G-5 (S-5).
- Coordinating unit commercial and military satellite communications requirements with the SOO.
- Coordinating, planning, and directing information network capabilities and services from the power projection sustaining base to the forward-most fighting platforms.
- Coordinating, planning, and directing communications protocols and user interfaces from within the Global Information Grid (GIG) to the Tactical Internet, for all BOSs.
- Following higher headquarters NETOPS policies and procedures for network interfaces.
- Configuring wide-area networks.
- Managing radio frequency allocations and assignments and providing spectrum management.

- Ensuring that IDM meets the command's IM requirements. (IDM provides a managed flow of RI based on the commander's priorities).
- Coordinating, planning, and directing all command IA activities.
- Providing IA by—
  - Directing and supervising information and system security (ISS functions [a subset of IA]).
  - Ensuring the appointment of an information assurance security officer (IASO) in all elements of the command.
  - Coordinating, planning, and directing communications security (COMSEC) measures, including the operation of the information assurance systems security office (IASSO).
  - Providing IA direction and guidance to information assurance security coordinators (IASCs).

D-78. **Information Management.** The G-6 (S-6) is responsible for IM, in coordination with the battle staff. IM includes RI and INFOSYS functions. IM representatives within the CP are positioned to best support the commander's intent, with priority normally to the G-3 (S-3) operations cell and other critical cells within the CP. The RI officer operates in close coordination with each section. G-6 (S-6) responsibilities related to IM include—

- Preparing, maintaining, and updating IM estimates, plans, and orders (per the CIMP).
- Supporting CIMP implementation at the tactical and main CPs (based on G-3 [S-3] and G-6 [G-6] direction and guidance).
- Facilitating the timely flow of RI and enabling the staff to process, display, store, and disseminate the COP.
- Establishing procedures that enable the staff to maintain a timely flow of RI (with the staff).
- Establishing INFOSYS to develop the COP (with the staff).
- Coordinating the staff interaction necessary to develop the COP within CPs and at each major subordinate command (with the staff).
- Providing the architecture necessary to collect, process, display, store, and disseminate RI to support C2 functions (with the staff).
- Facilitating staff presentation of RI according to quality criteria of accuracy, timeliness, usability, completeness, precision, and reliability.
- Coordinating, planning, and directing the establishment of C2-system architectures that provide a sound foundation for current and future IM (with the G-3 [S-3] and the staff).
- Providing INFOSYS support through—
  - Directing and supervising automation management functions, a subset of INFOSYS.
  - Planning and ensuring that deployed nonmilitary INFOSYS are open and nonproprietary, with commonly accepted standards and protocols that interoperate with military INFOSYS.
  - Establishing and providing automation configuration management for all INFOSYS hardware/software employed by the command.
  - Coordinating planning, and directing the use of C2 INFOSYS and automation software and hardware employed by the command.

D-79. Staff Planning and Supervision. The G-6 (S-6) has the following staff planning and supervisory responsibilities:

- Supervising the activities of the NETOPS officer, IA staff manager, IMCOORD, RI officer, and INFOSYS officer.
- Assisting all staff sections with tactics, techniques, and procedures (TTP) for performing IM functions within and between staff sections.

Assistant Chief of Staff, G-7, Information Operations

D-80. The ACOS, G-7 (S-7) is the principal staff officer for all matters concerning information operations, including current operations, plans, and IO-related targeting. A G-7 is authorized at corps and divisions. Selected Army National Guard and active component brigades are authorized an S-7.

D-81. Current Operations. G-7 (S-7) responsibilities related to current operations include—

- Ensuring IO supports achieving information superiority.
- Synchronizing and coordinating offensive and defensive IO with the overall operation.
- Assessing the effects of offensive and defensive IO throughout the operations process; recommending IO adjustments as required.
- Coordinating and synchronizing tactical IO with theater-strategic- and operational-level IO.
- Coordinating IO elements and related activities for the COS (XO).
- Integrating intelligence from the G-2 (S-2) +into IO.
- Coordinating the attachment of the 1st IOC(L) Field Support Team and other specialized IO teams.
- Monitoring execution of IO tasks to ensure delivery of massed information effects when needed.

D-82. Plans. G-7 (S-7) responsibilities related to plans include—

- Exercising staff coordination over the conduct of the overall IO effort.
- Coordinating preparation of the IO portions of plans and orders.
- Producing other IO products.
- Recommending priorities for accomplishing IO tasks identified during planning.
- Leveraging the capabilities of higher echelon IO agencies and units providing connectivity with national- and theater-level IO agencies.

D-83. Targeting. G-7 (S-7) responsibilities related to targeting include—

- Participating in targeting meetings.
- Recommending IO effects to influence adversary perceptions, decisions, and actions.

D-84. Staff Planning and Supervision. The G-7 (S-7) has the following staff planning and supervisory responsibilities:

- Establishing and supervising an IO cell.
- Coordinating IO with other agencies (such as the US Information Agency, US Agency for International Development, and US ambassador).

D-85. **Coordinating Staff Responsibility.** The G-7 (S-7) has coordinating staff responsibility for the following staff officers:
- Military deception officer (MDO).
- Electronic warfare officer (EWO).
- Operations security officer.
- Psychological operations officer.

Support Operations or Materiel Officer

D-86. A support operations officer or materiel officer is authorized in support commands and battalions. The support operations or materiel officer is the principal staff officer for coordinating logistics and combat health support. The support operations officer or materiel officer provides technical supervision for the CSS mission of the support command and is the key interface between the supported unit and support command. The responsibilities of the support operations officer or materiel officer include—
- Advising the commander on support requirements versus support assets available.
- Coordinating external support requirements for supported units.
- Synchronizing support requirements to ensure they remain consistent with current and future operations.
- Planning and monitoring support operations and making adjustments to meet support requirements.
- Coordinating with the S-4 to track available CSS capabilities and assets.
- Coordinating support locations and time schedules with the S-2, S-3, and supported units.
- Preparing and distributing the external service support SOP that provides guidance and procedures to supported units.
- Providing input to supported units on the logistic estimate and service support annex to orders and plans.
- Preparing the support command's external service support annex.
- Providing technical assistance to supported units.

SPECIAL STAFF OFFICERS

D-87. Every staff has special staff officers. This section addresses the specific duties of each special staff officer. The number of special staff officers and their responsibilities vary with authorizations, the desires of the commander, and the size of the command. If a special staff officer is not assigned, the officer with coordinating staff responsibility for the field of interest assumes those functional responsibilities. (See figure D-1 on page D-26.) During operations, special staff officers work in parts of the CP designated by the commander, COS, or their supervising coordinating staff officer.

Chief of Staff/Executive Officer

D-88. The COS (XO) exercises coordinating staff responsibility over special staff officers as listed in figure D-1 on page D-26.

D-89. **Headquarters Commandant.** The headquarters commandant is responsible for soldiers assigned to the headquarters. Corps, divisions, and

major support commands are authorized a headquarters commandant. Headquarters commandant responsibilities include—

- Local headquarters security, including constructing defensive positions.
- Moving and arranging the headquarters.
- Training and morale activities for headquarters personnel.
- Food service, quartering, medical support, field sanitation, and supplies for headquarters personnel.
- Receiving and accommodating visitors and augmentees.
- Motor transportation organic to or allocated for headquarters use.
- Maintaining equipment organic or allocated to the headquarters.

Chief of Staff (XO)	G-3 (S-3)
• Headquarters commandant • Secretary of the general staff • Resource manager/comptroller	• Air and missile defense coordinator • Air liaison officer • Aviation coordinator • Chemical officer • Engineer coordinator • Explosive ordnance disposal officer • Fire support coordinator • Historian • Liaison officers • Marine liaison team commander • Provost marshal • Safety officer • Special operations coordinator • Space operations officer • Theater airlift liaison officer
G-1/Adjutant General (S-1)	
• Civilian personnel officer • Dental surgeon • Equal opportunity advisor • Finance officer • Surgeon • Veterinary officer Note. The inspector general, public affairs officer, and staff judge advocate are personal staff officers to the commander. They coordinate through the G-1/AG when necessary.	
G-2 (S-2)	**G-6 (S-6)**
• Staff weather officer	• None
G-4 (S-4)	**G-7 (S-7)**
• Transportation officer	• Military deception officer • Electronic warfare officer • Operations security officer • Psychological operations officer
G-5 (S-5)	
• None	

Figure D-1. Coordinating Staff Responsibility for Special Staff Officers

D-90. **Secretary of the General Staff.** The SGS is the special staff officer who acts as XO for the COS. Corps, divisions, major support commands, and general officers with a staff are authorized an SGS. SGS responsibilities include—

- Planning and supervising conferences chaired by the commander, deputy or assistant commanders, or the COS.
- Directing preparation of itineraries for distinguished visitors to the headquarters and monitoring their execution.
- Monitoring preparation and execution of all official social events and ceremonies involving the commander, deputy or assistant commanders, or the COS.
- Acting as the informal point of contact for LNOs.

D-91. Resource Manager or Comptroller. The RM or comptroller is responsible for budget preparation and RM analysis and implementation. Corps and divisions are normally authorized an RM or comptroller. During joint operations, comptroller functions are normally transferred to the ARFOR headquarters. However, specific comptroller functions may occur at corps and division level. RM or comptroller responsibilities include—

- Supervising the development, training resource synchronization, evaluation, revision, defense, and execution of the command budget estimate and the program objective memorandum (POM).
- Establishing plans, policies, and procedures for developing and implementing the command budget.
- Assisting the staff on budget methods and formats; techniques of preparation, resource synchronization, presentation, and analysis; and developing workload information, expense (cost) factors, cost capturing, and statistics.
- Providing financial planning and assistance during the transition to war and throughout the conflict, including mobilization, redeployment, and demobilization.
- Providing fund ceilings to subordinate units.
- Monitoring execution of funded programs.
- Coordinating required program budget activity meetings.
- Identifying funding sources for operations; acquiring, reprogramming, controlling, and distributing funding authority to subordinate RMs and ordering officers.
- Overseeing cost capturing to support requests for funding authority for operations and requests to replace funds shifted from other programs (for example, mission training) to support an operation.
- Providing resource stewardship, primary linkage to the logistic financial system for fiscal constraints, and interface with contracting authorities.
- Helping contract HN support in logistics-based development, as part of the contracting implementation team.
- Developing policies, procedures, and techniques to ensure the most cost-advantageous and effective methods of purchasing commercial products and services, within fiscal and regulatory constraints.
- Monitoring administrative controls for accounting and reporting receipt and disbursement of public funds, including special contingency funds.
- Developing and maintaining effective financial and management controls, procedures, and systems for the best use of resources.
- Developing policies, procedures, and techniques to govern the establishment, maintenance, and operation of the command's budget accounting system.
- Implementing resource control procedures and serving as the primary fund certifying officer.
- Conducting audits of certain nonappropriated funds.
- Performing chief financial officer training and reviews, and audit compliance services.
- Supervising the implementation of RM policies.

- Performing real-time audits of command systems, procedures, and internal controls to ensure their proper implementation and effective operation.
- Developing and implementing an internal review program to safeguard, account for, properly use, and care for resources used in accomplishing the command's mission.
- Providing integrated and independent progress and statistical reports and analyses of command programs. Examples are qualitative evaluations of progress toward meeting programmed objectives and using resources to support the command's missions.
- Developing a zero-based budget using Headquarters, Department of the Army cost factors for operational tempo (OPTEMPO).
- Developing annual non-OPTEMPO requirements.

Assistant Chief of Staff, G-1/AG (S-1)

D-92. The ACOS, G-1/AG (S-1) exercises coordinating staff responsibility over special staff officers as listed in figure D-1 on page D-26.

D-93. **Civilian Personnel Officer.** The CPO is responsible for managing and administering the civilian employee personnel management program. The CPO is a civilian employee and has a permanent position on the staff at divisions and corps. CPO responsibilities include—

- Advising the commander and staff concerning, and supervising the management and administration of, the civilian employee personnel management program within the command.
- Administering civilian personnel management laws and regulations.
- Participating, when appropriate, in negotiations with HNs on labor agreements.
- Developing plans and standby directives for procuring, using, and administering the civilian labor force and using local labor in foreign areas during emergencies (with other staff members).

(The AR 690 series discusses CPO functions.)

D-94. **Dental Surgeon.** The dental surgeon is responsible for coordinating dental activities within the command. Corps and divisions are authorized a dental surgeon. Dental surgeon responsibilities include—

- Coordinating dental activities with the command surgeon.
- Exercising staff supervision over and providing technical assistance to dental activities.
- Planning and supervising the following dental functions:
  - Preventive dentistry program.
  - Oral health and readiness.
  - Maintaining professional standards and levels of dental care and treatment.
  - Managing the panoramic X-ray identification program.
  - Establishing priorities for dental care and treatment.
  - Professional training of dental personnel.

- Developing a program for dental support of humanitarian and civil action operations.
- Providing advice and technical assistance in constructing, rehabilitating, and using dental facilities.

D-95. **Equal Opportunity Advisor.** The EOA is responsible for coordinating matters concerning equal opportunity for soldiers and their families. Commanders at every echelon are authorized or appoint an EOA. EOA responsibilities include—

- Advising and assisting the commander and staff on all equal opportunity (EO) matters, including sexual harassment, discrimination, and affirmative action.
- Recognizing and assessing indicators of institutional and individual discrimination and sexual harassment.
- Recommending remedies and developing affirmative action and EO plans and policies to reduce or prevent discrimination and sexual harassment.
- Monitoring affirmative action and EO plans and policies.
- Collecting and processing demographic data concerning all aspects of EO climate assessment.
- Managing or conducting all EO education and training programs within the command.
- Receiving and helping process complaints, to include—
  - Conducting inquiries per the commander's guidance.
  - Consulting with the servicing SJA during all informal and formal investigations.
- Conducting ethnic observances.

(AR 600-20 discusses the responsibilities and duties of the EOA.)

D-96. **Finance Officer.** The finance officer, responsible for coordinating and providing finance services to the command, is also the finance unit commander. Corps and divisions are authorized a finance officer. Finance officer responsibilities include—

- Providing finance policy and technical guidance.
- Supervising disbursement of funds.
- Providing US and non-US pay functions involving military, DOD civilian, foreign national, HN, civilian internee, EPW, and travel and miscellaneous pay.
- Advising the commander and staff on the following:
  - Current economic situation, including the economic impact of expenditures on the local economy.
  - Availability and status of banking facilities in the AO.
  - Command currency control program.
- Performing limited fund and nonappropriated fund accounting, as determined by theater policy.
- Providing banking and currency support.
- Coordinating financial support of procurement and contracting.
- Coordinating local procurement support with the G-1/AG for personnel, and with the G-4 for materiel and services.

- Stationing subordinate finance units, equipped with their supporting systems, to support battlefield procurement and pay operations.
- Monitoring commercial accounts, including paying for supplies, equipment, and services procured to support the CSS BOS.
- Providing family support at home station.
- Making solatium (compensation for suffering) and other claims payments (with the SJA).
- Supporting bounty programs, such as turning in weapons for cash.

D-97. **Surgeon.** The surgeon is responsible for coordinating health assets and operations within the command, and may be a medical unit commander. Organizations from battalion through corps are authorized a surgeon. Surgeon responsibilities include—

- Health education and combat lifesaver training.
- Medical evacuation, including Army dedicated medical evacuation platforms (air and ground).
- Coordinating for Air Force aeromedical evacuation aircraft.
- Combat stress control program.
- Mass casualty plan.
- Providing medical care to EPWs.
- Providing medical care to civilians per the law of land warfare.
- Providing medical treatment support on an area basis.
- Hospitalization support of sick, injured, or wounded soldiers.
- Veterinary food inspection, animal care, and veterinary preventive medicine activities of the command (with the veterinary officer).
- Medical laboratory service.
- Combat health logistics, including blood management.
- Preventive medicine services, including the medical threat, pre- and post-health assessments, medical surveillance activities, pest management, environmental and occupational health hazards, food service sanitation, monitoring drinking water supplies, and field hygiene and sanitation activities.
- Combat health support of humanitarian assistance and disaster relief operations.
- Supervising and preparing health-related reports and statistics.
- Collecting and analyzing operational data for on-the-spot adjustments in the medical support structure and for postwar combat and material-development studies.
- Advising on command health services and health matters concerning occupied or friendly territory within the AO.
- Formulating the combat health support plan.
- Coordinating with the G-2 (S-2) to obtain national medical intelligence reports and summaries.
- Helping coordinate support of the area medical laboratory in receiving biomedical samples and initially identifying biological warfare agents.
- Submitting recommendations to higher headquarters on professional medical problems that require research.

- Advising on the effects of the medical threat—including, environmental, endemic, and epidemic diseases; nuclear, biological, and chemical (NBC) weapons; and directed-energy devices—on personnel, rations, and water.
- Recommending use of nondedicated transportation assets for evacuation, if required.
- Maintaining medical records within the command per AR 40-66.
- Determining the medical workload requirements (patient estimates), (based on casualty estimates determined by the G-1/AG [S-1]).
- Advising how operations affect the public health of personnel and the indigenous populations.
- Examining and recommending use or processing of captured medical supplies.
- Advising the command and coordinating with the G-5 (S-5) on public health issues involving military operations.

D-98. **Veterinary Officer.** The veterinary officer is responsible for coordinating assets and activities concerning veterinary service within the command. Corps are authorized a veterinary officer. Veterinary officer responsibilities include—

- Coordinating veterinary activities with the surgeon and other staff.
- Determining requirements for veterinary supplies and equipment.
- Ensuring safety of food and food sources.
- Advising on health and operational risks of animal disease, including possible biological warfare events.
- Monitoring the sanitation of food storage facilities and equipment.
- Managing veterinary equipment and facilities.
- Coordinating animal housing.
- Participating in CMO.
- Coordinating the use of medical laboratory services by veterinary personnel.
- Preparing reports on command veterinary activities.

Assistant Chief of Staff, G-2 (S-2)

D-99. The ACOS, G-2 (S-2) exercises coordinating staff responsibility over the staff weather officer.

D-100. The staff weather officer (SWO) is responsible for coordinating operational weather support and weather service matters through the G-2 (S-2). The SWO is an Air Force officer or noncommissioned officer who leads a combat weather team of two or more personnel. Typically, a SWO supports corps, divisions, aviation brigades, and special operations forces. SWO responsibilities include—

- Coordinating weather support procedures (both for garrison and during deployments) before deployment with the supported Army command.
- Advising the Army commander on Air Force weather capabilities, limitations, and the ways in which weather can enhance operations.
- Helping the G-2 (S-2) arrange indirect weather support, such as tactical unmanned aerial vehicles, for subordinate units.

- Helping the G-2 (S-2) and staff produce weather displays, graphic COP overlays, and weather-effects tactical decision aids displaying weather effects on Army platforms and components, among other things.
- Evaluating and disseminating weather products and data, and making products and data available in a client/server fashion to other Army INFOSYS.
- Advising the Air Force on Army operational weather support requirements.
- Helping the G-2 (S-2) monitor the weather support mission, identify responsibilities, and resolve weather support deficiencies.

Assistant Chief of Staff, G-3 (S-3)

D-101. The ACOS, G-3 (S-3) exercises coordinating staff responsibility over special staff officers as listed in figure D-1 on page D-26.

D-102. **Air and Missile Defense Coordinator.** The AMDCOORD is responsible for coordinating ARFOR air and missile defense (AMD) activities and plans with the area air defense commander (AADC), joint force air component commander (JFACC), and airspace control authority (ACA). The AMDCOORD coordinates the planning and use of all joint air and missile defense systems, assets, and operations, including Army air defense artillery (ADA), JFACC defensive counterair, and Navy/Marine surface-to-air missile systems. ARFOR AMD plans are deconflicted and synchronized with the AADC's area air defense plan, the JFACC's joint air operations plan and daily air tasking order (ATO), and the ACA's airspace control plan and daily airspace control order (ACO).

D-103. The AMDCOORD is the senior ADA officer in the command and the commander of an ADA unit supporting IT. An AMDCOORD is authorized at corps and divisions. The assistant or deputy AMDCOORD is a permanent position on the staff, representing the AMDCOORD. AMDCOORD responsibilities include—

- Providing air and missile attack early warning.
- Disseminating air defense ROE, weapons control status, and air defense warnings to subordinate units.
- Disseminating ATO and ACO information to ADA units. (ATO and ACO information is normally received electronically through the Army Battle Command System (ABCS), which receives it from the Theater Battle Management Core System.
- Coordinating airspace control measures to support AMD operations.
- Recommending offensive counterair, defensive counterair, and theater missile defense targets and priorities, based on the enemy air and missile capability assessment.
- Coordinating with the G-2 (S-2) to ensure that surveillance and intelligence units locate enemy air support assets.
- Coordinating air defense sensor management.
- Participating in targeting meetings.
- Recommending active and passive air defense measures.
- Determining requirements and recommending assets to support AMD.

- Providing AMD input to the airspace control plan.
- Planning and coordinating airspace use with the AVCOORD, ALO, FSCOORD, assistant G-3 (S-3) (air), and other airspace users. Representatives of the AMDCOORD from organic ADA units may also serve as members of the A2C2 cell.
- Providing information on the status of AMD systems, air and missile attack early warning radars, and ADA ammunition on hand.
- Recommending to the G-3 (S-3) the ADA ammunition RSR.
- Providing an estimate of the adequacy of the ADA ammunition CSR.
- Coordinating and synchronizing ARFOR AMD with joint force AMD.
- Reviewing and recommending joint force counterair ROE and procedures (with the SJA).

D-104. **Air Liaison Officer.** The ALO is responsible for coordinating aerospace assets and operations, such as close air support (CAS), air interdiction, air reconnaissance, airlift, and joint suppression of enemy air defenses. The ALO—authorized at corps, divisions, and brigades—is the senior Air Force officer with each tactical air control party. ALO responsibilities include—

- Advising the commander and staff on employing aerospace assets.
- Operating and maintaining the Air Force tactical air direction radio net and Air Force air request net.
- Transmitting requests for immediate CAS and reconnaissance support.
- Transmitting advance notification of impending immediate airlift requirements.
- Acting as liaison between AMD units and air control units.
- Planning the simultaneous employment of air and surface fires.
- Coordinating tactical air support missions with the FSCOORD and the appropriate A2C2 element.
- Supervising forward air controllers and the tactical air control party.
- Integrating air support sorties with the Army concept of operations.
- Participating in targeting team meetings.
- Directing CAS missions.
- Providing Air Force input into A2C2.

D-105. **Aviation Coordinator.** The AVCOORD is responsible for coordinating Army aviation assets and operations. The AVCOORD is the senior aviation officer in the force and the commander of an aviation unit supporting it. The assistant or deputy AVCOORD is a permanent position on the staff, representing the AVCOORD. An AVCOORD is authorized at corps and divisions. AVCOORD responsibilities include—

- Exercising staff supervision and training over Army aviation operations.
- Monitoring aviation flying-hour, standardization, and safety programs.
- Planning and supervising Army aviation operations.
- Providing technical advice and assistance on using Army aviation for evacuation (medical or other).
- Participating in targeting meetings.

D-106. Chemical Officer. The CHEMO is responsible for NBC defense operations, smoke operations, and chemical asset use. A CHEMO is author-ized at every echelon, from battalions through corps. CHEMO responsibilities include—

- Recommending COAs to minimize friendly and civilian vulnerability, and assessing the probability and effect of NBC-related casualties.
- Providing technical advice and recommendations on mission-oriented protective posture (MOPP), troop-safety criteria, operational exposure guidance, NBC reconnaissance, smoke operations, biological warfare defense measures, and mitigating techniques.
- Planning and initiating procedures to verify and report enemy first use of NBC agents (with the surgeon).
- Assessing the probability and effect of NBC-related casualties.
- Coordinating across the entire staff while assessing the effect of enemy NBC-related attacks and hazards on current and future operations.
- Coordinating health support requirements for NBC operations with the surgeon.
- Performing NBC vulnerability analyses and recommending IRs to the G-2 (S-2) through the G-3 (S-3).
- Planning, supervising, and coordinating NBC decontamination (except patient decontamination) operations.
- Supervising the nuclear and chemical accident and incident response assistance program.
- Processing and distributing NBC attack and contamination data.
- Preparing, managing, and distributing NBC messages.
- Preparing NBC situation reports.
- Conducting NBC reconnaissance operations and coordinating them with the overall ISR plan.
- Assessing weather and terrain data to determine if environmental factors favor enemy use of weapons of mass destruction or, at corps level, friendly use of nuclear weapons.
- Predicting downwind vapor hazard and fallout patterns, and their probable effects on operations.
- Predicting fallout from friendly use of nuclear weapons and disseminating nuclear strike warning messages when required.
- Planning, coordinating, and managing chemical and radiological survey and monitoring operations.
- Maintaining and reporting radiation exposure and dose status, and co-ordinating with surgeon.
- Participating in targeting meetings.
- Estimating the effect of a unit's radiation exposure state on mission as-signments.
- Participating in the nuclear target nomination process (corps only).
- Estimating consumption rates of NBC defense equipment and supplies.
- Operating the NBC warning and reporting system.
- Overseeing construction of NBC shelters.

- Planning and recommending integration of smoke and obscurants into tactical operations.
- Coordinating with the G-4 (S-4) on logistics as it relates to chemical defense equipment and supplies, maintaining chemical equipment, and transporting chemical assets.
- Developing smoke targets.
- Planning and recommending the use of flame field expedients to supplement unit defense and existing minefields and barriers.
- Advising the commander on possible hazards and effects of low-level hazards, such as, low-level radiation and toxic industrial material (with the surgeon).
- Advising the commander on passive defense measures to help protect and warn the force against missile attack (with the AMDCOORD).
- Advising the commander on using riot control agents.

D-107. **Engineer Coordinator.** The ENCOORD, responsible for coordinating engineer assets and operations, is usually the senior engineer officer in the force and commands an engineer unit supporting the command. The assistant or deputy ENCOORD is a permanent staff officer, representing the ENCOORD. An ENCOORD is authorized at corps and divisions. One is normally task-organized to maneuver brigades and battalions. ENCOORD responsibilities include—

- Planning and controlling these engineer battlefield functions:
  - Mobility.
  - Countermobility.
  - Survivability.
  - General and topographic engineering.
- Planning and coordinating with the G-3 (S-3) and FSCOORD on integrating obstacles and fires.
- Advising the commander on using all engineer assets.
- Advising the commander on employing and reducing obstacles.
- Participating in targeting meetings.
- Advising the commander on environmental issues, coordinating with other staff members to determine the impact of operations on the environment, and helping the commander integrate environmental considerations into decisionmaking.
- Providing a terrain visualization mission folder to determine the effects of terrain on friendly and enemy operations.
- Managing the digital terrain data storage device (coordinates with the G-2 [S-2] for planning and distribution).
- Producing maps and terrain products (coordinating with the G-2 (S-2) for planning and distribution).
- Planning and supervising construction, maintenance, and repair of camps and facilities for friendly forces, EPWs, and civilian internees.
- Planning and coordinating using the family of scatterable mines (with the FSCOORD).
- Providing information on the status of engineer assets on hand.

- Planning and coordinating environmental protection, critical areas, and protection levels.
- Preparing the engineer battlefield assessment in assisting the G-2 (S-2) with IPB.
- Recommending MSRs and logistic areas, based on technical information, to the G-4 (S-4).
- Planning the reorganization of engineers to fight as infantry, when the commander deems their emergency employment necessary.
- Coordinating with interagency department engineers, such as the FBI engineer.
- Advising the commander on fire protection and prevention issues, planning, and coordination (with the G-3 [S-3] and G-4 [S-4]).

D-108. **Explosive Ordnance Disposal Officer.** The EOD officer is responsible for coordinating the detection, identification, recovery, evaluation, render safe, and final disposal of explosive ordnance. An EOD officer is authorized at corps and divisions, and normally serves as the EOD group, battalion, or company commander. EOD officer responsibilities include—

- Establishing and operating an EOD incident reporting system.
- Establishing, operating, and supervising technical intelligence reporting procedures.
- Coordinating requirements for EOD support with requesting units, other Army commands, other Services, federal agencies, and multinational partners. Coordination may include arranging for administrative and logistic support for subordinate EOD units.
- Monitoring the supply status of and expediting requests for special EOD tools, equipment, and demolition materials.

(AR 75-15 discusses the responsibilities and duties of the EOD officer.)

D-109. **Fire Support Coordinator.** The FSCOORD is responsible for advising the commander on the best use of available fire support resources, developing the fire support plan, issuing necessary orders in the name of the commander, and implementing the approved fire support plan. At maneuver brigade through corps, the FSCOORD is also the commander of the field artillery unit supporting the force. A deputy FSCOORD or fire support officer (FSO) assists the FSCOORD. At battalion and company level, the FSO serves as the FSCOORD for the maneuver commander. FSCOORD responsibilities include—

- Developing, with the commander and G-3 (S-3), a concept of fires to support the operation.
- Planning and coordinating essential fire support tasks.
- Integrating nonlethal fires, including offensive IO, into the concept of fires and concept of operations (from input by the G-7 [S-7] at targeting meetings).
- Coordinating positioning of fire support assets.
- Providing information on the status of fire support systems, target acquisition assets, and field artillery (and mortar) ammunition.
- Coordinating and synchronizing joint fire support.
- Managing ammunition requirements, resupply, and reallocation.

- Recommending fire support coordinating measures to support current and future operations; managing changes to them.
- Recommending and implementing the commander's counterfire (including radar zones) and other target engagement priorities.

D-110. In addition to the above responsibilities, FSCOORDs at brigade and higher are responsible for—

- Accurately interpreting the commander's desired effects on enemy targets, formations, and capabilities in automated fire support INFOSYS.
- Participating in targeting meetings and developing applicable targeting products.
- Coordinating and planning for scatterable-mine use (with the ENCOORD).
- Coordinating nonstandard sensor-to-shooter linkages to attack targets with short dwell times.
- Coordinating field artillery survey and meteorological support.
- Performing nuclear target analysis (corps and above).

D-111. **Historian.** The historian is responsible for coordinating the documentation of the command's historical activities. The historian, normally an Army civilian, is authorized at corps and divisions. Historian responsibilities include—

- Preparing the command history.
- Supervising the command's historical activities.
- Injecting historical perspective and institutional memory into command activities.
- Collecting and maintaining records, such as, staff journals, plans and orders, and after-action reports.
- Preparing special studies and reports, based on assembled historical material.
- Maintaining a command historical research collection adequate to support the historical mission.

D-112. **Liaison Officer.** An LNO is responsible for representing the commander at the headquarters of another command to coordinate and promote cooperation between the two commands. (See appendix E.)

D-113. **Marine Liaison Team Commander.** The MLT is responsible for coordinating naval gunfire (NGF) and Marine CAS assets and operations. The MLT commander, a Navy or Marine officer, operates at division level and below. MLT commander responsibilities include—

- Processing requests for naval air or gunfire.
- Operating the NGF ground support net.
- Providing support teams to maneuver elements when Navy ships have a direct support mission.
- Helping the company FSO adjust NGF, in the absence of a spotter.
- Providing control and liaison associated with the ground elements of a landing force in controlling and employing NGF and Navy and Marine CAS in amphibious assaults or other types of operations.
- Participating in targeting meetings.

- Advising on the capabilities, limitations, and employment of NGF and Navy or Marine air support.

D-114. **Provost Marshal.** The PM is responsible for planning, coordinating, and employing all organic, assigned, or attached military police assets. The PM is usually the senior military police officer in the command. The PM augments the staff with a small planning cell that typically works within the G-3. A PM is authorized at corps and divisions. PM responsibilities include—

- Maneuver and mobility support operations, including—
  - Route reconnaissance.
  - Surveillance.
  - Circulation control.
  - Dislocated civilian and straggler control.
  - Information dissemination.
  - Tactical and criminal intelligence collecting and reporting.
- Components of area security operations, including activities associated with—
  - Force protection.
  - Zone and area reconnaissance.
  - CP access control.
  - Physical security of critical assets, nodes, and sensitive materials.
  - Counterreconnaissance.
  - Security of designated key personnel.
- Internment and resettlement of EPWs and civilian internees, dislocated civilians, and US military prisoners, including their—
  - Collection.
  - Detention and internment.
  - Protection.
  - Sustainment.
  - Evacuation.
- Law and order operations, including—
  - Law enforcement.
  - Criminal investigations.
  - Counterterrorism and antiterrorism activities.
- Conducting police intelligence operations, including activities related to the collection, assessment, development, and dissemination of police intelligence products.
- Coordinating customs and counterdrug activities.
- Providing physical security guidance for commanders.
- Assisting with area damage control and NBC detection and reporting.
- Performing liaison with local civilian law enforcement authorities.
- Helping the G-1/AG administer discipline, law, and order, including—
  - AWOL.
  - Desertion.
  - Court-martial offenses.
  - Requests for transfer of internees, detainees, and prisoners.

- Rewards and punishments; and disposition of stragglers.
- Providing AWOL and desertion statistical data to the G-1/AG through the G-3.
- Coordinating for all logistic requirements relative to EPW and civilian internees, US military prisoners, and dislocated civilians (with the G-4).
- Coordinating on EPW and civilian internee pay support, and financial aspects of weapons bounty programs (with the finance officer and RM).

D-115. **Safety Officer.** The safety officer is responsible for coordinating safety activities throughout the command. Commanders at every echelon from battalion through corps appoint a safety officer. An aviation safety officer is authorized for corps staffs and all aviation units. Safety officer responsibilities include—

- Command safety and occupational health program.
- Accident prevention program.
- Coordinating with the IG and PM on unsafe trends identified during inspections.
- Providing input to the G-1/AG (S-1) on projected accident losses.
- Providing safety training to the local civilian labor force.
- Preparing risk assessments and recommending risk-reduction control measures for all operations.

D-116. **Special Operations Coordinator.** The SOCOORD is responsible for coordinating and integrating special operations forces (SOF) activities. A SOCOORD is normally authorized only on corps staffs. However, whenever a SOF unit is attached or under OPCON of the command, someone from the staff or the attached unit fulfills the SOCOORD's responsibilities. Below corps level, a command normally receives a special operations liaison team to fulfill the SOCOORD's responsibilities. The SOCOORD's responsibilities include—

- Providing coordination between the corps and the special operations command and control element, which may co-locate with the main CP.
- Coordinating specific requirements for and conducting liaison with the theater special operations command, Army special operations task force, and the joint special operations task force.
- Coordinating with the conventional force's long-range surveillance units to deconflict operations.
- Coordinating special forces, ranger, and special operations aviation support requirements with other staff sections.
- Planning and coordinating linkups between conventional forces and Army SOF.
- Providing expertise to other staff sections on special forces, ranger, and special operations aviation employment, doctrine, and TTP.

D-117. **Space Operations Officer.** The SOO is responsible for providing space-related tactical support and coordination of space-based capabilities available to the command. A SOO is authorized at corps and may be authorized at divisions in the future. If the command has no SOO assigned, an ARSST is often placed OPCON to it. The team's officer in charge fulfills the SOO's responsibilities. SOO responsibilities include—

- Advising the commander on the capabilities, limitations, and use of theater, strategic, national, and commercial space assets.
- Calculating, analyzing, and disseminating global positioning system (GPS) satellite coverage and accuracy data.
- Facilitating the dynamic retasking of space-based assets to support current and future operations.
- Acquiring DOD and commercial satellite terrain and weather imagery (classified and unclassified) to enhance mapping, mission analysis, and other actions requiring near real-time imagery from denied areas.
- Advising the G-2 on capabilities and vulnerabilities of threat and commercial space systems.
- Providing estimates on the effects of space weather activities on current and future operations.
- Nominating threat or foreign ground stations for targeting (with the G-3 and FSCOORD).
- Coordinating the activities of the Army space support team (ARSST) supporting the command.

D-118. **Theater Airlift Liaison Officer.** The TALO is responsible for advising the commander on the best use of airlift resources and coordinating their use. The TALO is a rated Air Force officer. TALOs are normally authorized at corps, divisions, regiments, and separate brigades. TALO responsibilities include—

- Advising the ground commander on the capabilities, limitations, and use of Air Force fixed-wing theater and strategic airlift assets.
- Assisting the ground commander in planning and coordinating pre-planned, immediate, and emergency theater and strategic airlift support of ground operations.
- Operating and maintaining the airlift advance notification or coordination net.
- Transmitting advance notification of impending immediate airlift requirements.

Assistant Chief of Staff, G-4 (S-4)

D-119. The ACOS, G-4 exercises coordinating staff responsibility over the transportation officer. The transportation officer is responsible for coordinating transportation assets and operations. A transportation officer is authorized at corps (CTO) and divisions (DTO). Transportation officer responsibilities include—

- Administrative movements, including onward movement from ports of debarkation, CSS movements, and other movements the G-3 directs.
- Movement scheduling and regulation of MSRs.
- Mode operations (truck, rail, air, and water).
- Movement of materiel and personnel.
- Monitoring movements on routes two echelons down.

Assistant Chief of Staff, G-7 (S-7)

D-120. The ACOS, G-7 exercises coordinating staff responsibility over special staff officers as listed in figure D-1 on page D-26.

D-121. Electronic Warfare Officer. The EWO is normally a military intelligence officer who performs EW duties. An EWO is authorized at corps and divisions. EWO responsibilities include—

- Coordinating with the G-7 to integrate EW into IO.
- Coordinating, preparing, and maintaining the EW target list, electronic attack (EA) taskings, EA requests, and the EW portion of the sensor/attack matrix.
- Coordinating with the G-6 to deconflict EW targets with frequencies and the joint restricted frequency list.
- Coordinating with the FSCOORD and G-2 (analysis and control element) to identify opportunities for conducting effective EA.
- Participating in targeting meetings.
- Analyzing adversary EW activities (with the G-2).
- Assessing adversary vulnerabilities, friendly capabilities, and friendly missions in EW terms.
- Developing a prioritized adversary C2 target list based on high-value targets and HPTs (with the FSCOORD).
- Developing the EA mission tasking based on the C2 target list, and issuing the EA target list.
- Coordinating the EA target list with organic military intelligence units and with adjacent and higher commands, including joint and multinational commands when appropriate.
- Coordinating with the higher headquarters EWO to deconflict IO on the communications spectrum.
- Helping the G-6 determine electronic protection requirements.
- Preparing EW estimates and the EW appendix to the IO annex to orders and plans.
- Forwarding and coordinating EW support targets with the G-2. The G-2 collection manager integrates EW support targets into the collection plan and the intelligence synchronization plan.
- Briefing adversary and friendly EW vulnerabilities for each COA.

D-122. Military Deception Officer. The MDO is a functional area 30 officer responsible for coordinating MD assets and operations. An MDO is authorized at corps and divisions. MDO responsibilities include—

- Exercising staff supervision over MD activities.
- Providing expertise in MD operations.
- Managing information required for conducting MD operations.
- Determining requirements or opportunities for MD operations (with the G-2).
- Recommending to the G-7 the deception target, deception objective, and deception story.
- Writing the MD appendix to the IO annex to orders and plans.
- Coordinating OPSEC measures to shield the MD plan with the OPSEC officer.
- Coordinating with the higher headquarters MDO and G-7, ENCOORD, and CHEMO.

- Distributing the MD plan on a need-to-know basis.
- Integrating MD assets.
- Assessing execution of MD operations.

(FM 3-13 contains MD doctrine.)

D-123. **Operations Security Officer.** The OPSEC officer helps the G-7 (S-7) perform OPSEC functions. Commanders at all echelons, battalion through corps, are authorized or appoint an OPSEC officer. OPSEC officer responsibilities include—

- Conducting OPSEC assessments to analyze the command's OPSEC posture.
- Coordinating with higher headquarters for OPSEC activities support.
- Determining EEFI and OPSEC vulnerabilities and recommending EEFI to the commander.
- Recommending OPSEC measures, based on weighing the risks to the mission against the cost of protection.
- Publishing the OPSEC appendix to the IO annex to orders and plans.
- Coordinating with other members of the IO cell to ensure OPSEC coverage and dissemination of OPSEC measures.
- Submitting taskings for OPSEC tasks to subordinate units through the G-7 (S-7) to the G-3 (S-3).
- Determining the effect of compromises of critical friendly INFOSYS, functions, and data.
- Coordinating with the 1st IOC(L) for IO vulnerability assessments and red-teaming.
- Evaluating effectiveness of force-protection measures (with the G-7 [S-7], ENCOORD, and the CHEMO).
- Reporting incidents through channels to regional computer emergency response team and Army Computer Emergency Response team.

(FM 3-13 contains OPSEC doctrine.)

D-124. **Psychological Operations Officer.** The PSYOP officer is responsible for synchronizing PSYOP operations with those of other IO elements and echelons. A PSYOP officer is authorized at corps and divisions. If no PSYOP officer is assigned, the commander of an attached PSYOP support element may assume the PSYOP officer's responsibilities. PSYOP officer responsibilities include—

- Coordinating with the G-7 to ensure synchronization of PSYOP.
- Synchronizing command PSYOP with higher headquarters PSYOP.
- Writing the PSYOP appendix to the IO annex to plans and orders.
- Performing staff planning and coordination of PSYOP activities.
- Conducting PSYOP to support the overall operation.
- Allocating organic and supporting resources to support PSYOP efforts.
- Prioritizing the efforts of attached PSYOP forces.
- Evaluating enemy PSYOP efforts and the effectiveness of friendly PSYOP on target groups (with the G-2 and G-5).
- Coordinating possible PSYOP effects with the G-5.

- Coordinating audience pretesting and posttesting of propaganda and counterpropaganda products.
- Coordinating support of dislocated civilian operations with the G-5.
- Assessing PSYOP effectiveness.
- Providing a PSYOP representative to IO cell meetings.
- Assessing the psychological impact of military operations on the enemy and the civilian populace.
- Countering enemy propaganda and misinformation.
- Coordinating with the PAO and G-5 to ensure disseminated messages are consistent.

PERSONAL STAFF OFFICERS

D-125. Personal staff officers work under the immediate control of, and have direct access to, the commander. The commander establishes guidelines or gives guidance on when a personal staff officer informs or coordinates with the COS (XO) or other staff members.

D-126. Some personal staff officers have responsibilities as special staff officers and work with a coordinating staff officer. They do this case-by-case, depending on the commander's guidance or the nature of the task. Personal staff officers also may work under the supervision of the COS (XO).

D-127. By law or regulation, personal staff officers have a unique relationship with the commander. Although there are other members in the commander's personal staff, this section discusses only staff officers and the command sergeant major. The personal staff officers discussed here are the—

- Command sergeant major (CSM).
- Aide-de-camp.
- Chaplain.
- Inspector general (IG).
- Public affairs officer (PAO).
- Staff judge advocate (SJA).

Command Sergeant Major

D-128. The CSM is a member of the commander's personal staff by virtue of being the command's senior noncommissioned officer (NCO). No officer exercises coordinating staff responsibility over the CSM. The CSM is responsible for providing the commander with personal, professional, and technical advice on enlisted soldier matters and the NCO corps as a whole. A CSM is authorized at every echelon from battalion through corps. The CSM's responsibilities vary according to the commander's desires, but normally include—

- Providing advice and recommendations to the commander and staff in matters pertaining to enlisted soldiers.
- Executing policies and standards concerning enlisted soldier performance, training, appearance, and conduct.
- Maintaining communications with subordinate unit NCOs and other enlisted soldiers, through the NCO support channel.
- Monitoring unit and enlisted soldier training, and making corrections as necessary.

- Administering and monitoring the unit NCO development program and sergeant's time training.
- Providing counsel and guidance to NCOs and other enlisted soldiers.
- Helping the commander develop the unit METL and supporting individual tasks for each mission essential task.
- Administering and chairing unit selection and soldier boards for enlisted soldiers.
- Performing other duties the commander prescribes, to include receiving and orienting newly assigned enlisted soldiers and helping inspect command activities and facilities.
- Monitoring and recommending actions on unit morale and discipline.
- Coordinating unit security operations, to include fighting positions and local security.

Aide-de-Camp

D-129. The aide-de-camp serves as a personal assistant to a general officer. An aide-de-camp is authorized for general officers in designated positions. The rank of the aide-de-camp depends on the rank of the general officer. No officer exercises coordinating staff responsibility over the aide-de-camp. Aide-de-camp responsibilities include—

- Providing for the general officer's personal well-being and security, and relieving the general officer of routine and time-consuming duties.
- Preparing and organizing schedules, activities, and calendars.
- Preparing and executing trip itineraries.
- Coordinating protocol activities.
- Acting as an executive assistant.
- Meeting and hosting the general officer's visitors at the headquarters or the general officer's quarters.
- Supervising other personal staff members (secretaries, assistant aides, enlisted aides, and drivers).
- Performing varied duties, according to the general officer's desires.

Chaplain

D-130. The chaplain is responsible for religious support operations. The chaplain advises the commander on matters of religion, morals, and morale as affected by religion, and on the impact of indigenous religions on military operations. No officer exercises coordinating staff responsibility over the chaplain. A unit ministry team consisting of one chaplain and one chaplain assistant is authorized at every echelon from battalion through corps. The chaplain's responsibilities include—

- Advising the commander on the issues of religion, morals, and morale as affected by religion, including the religious needs of all assigned personnel.
- Providing the commander with pastoral care, personal counseling, advice, and privileged communications.
- Developing and implementing the commander's religious support program.

- Exercising staff supervision and technical control over religious support throughout the command.
- Providing moral and spiritual leadership to the command/community.
- Coordinating religious support with unit ministry teams of higher and adjacent headquarters, other Services, and multinational forces.
- Translating operational plans into battlefield ministry priorities for religious support.
- Helping the commander ensure that all soldiers have the opportunity to exercise their religion.
- Advising the commander and staff of the impact of the faith and practices of indigenous religious groups in an AO (with the G-5 [S-5]).
- Performing or providing religious rites, sacraments, ordinances, services, and pastoral care and counseling to nurture the living, care for casualties, and honor the dead.
- Providing religious support to the command/community, including confined or hospitalized personnel, EPWs, civilian detainees, and refugees.
- Providing liaison to indigenous religious leaders (with the G-5 [S-5]).
- Training, equipping, and supporting subordinate chaplains and chaplain assistants.

Inspector General

D-131. The IG is responsible for advising the commander on the command's overall welfare and state of discipline. The IG is a confidential adviser to the commander. An IG is authorized for general officers in command and selected installation commanders. The ACOS, G-1/AG exercises coordinating staff responsibility over the IG, when required. IG responsibilities include—

- Advise commanders and staffs on inspection policy.
- Advise the commander on the effectiveness of the organizational inspection program.
- Conducting inspections, surveys, and assessments, as the commander requires, and monitoring corrective actions.
- Receiving allegations and conducting investigations and inquiries.
- Monitoring and informing the commander of trends, both positive and negative, in all activities.
- Consulting with staff sections, as appropriate, to obtain items for the special attention of inspectors and to arrange for technical assistance.
- Providing the commander continuous, objective, and impartial assessments of the command's operational and administrative effectiveness.
- Assisting soldiers, Army civilians, family members, retirees, and other members of the force who seek help with Army-related problems.
- Identifying and helping solve systemic problems.

(AR 20-1 discusses IG responsibilities and duties.)

Public Affairs Officer

D-132. The PAO is responsible for understanding and fulfilling the information needs of soldiers, the Army community, and the public. A PAO is authorized at corps, divisions, and major support commands. The ACOS,

G-1/AG exercises coordinating staff responsibility over the PAO, when required. PAO responsibilities include—

- Planning and supervising the command public affairs program.
- Advising and informing the commander of the public affairs impact and implications of planned or current operations.
- Serving as the command representative for all communications with external media.
- Assessing the information requirements and expectations of the Army and the public, monitoring media and public opinion, and evaluating the effectiveness of public affairs plans and operations.
- Facilitating media efforts to cover operations by expediting the flow of complete, accurate, and timely information.
- Coordinating logistic and administrative support of civilian journalists under unit administrative control.
- Conducting liaison with media representatives to provide accreditation, mess, billet, transport, and escort as authorized and appropriate.
- Developing and educating the command on policies and procedures for protecting against the release of information detrimental to the mission, national security, and personal privacy.
- Coordinating with the assistant G-3 (PSYOP) and G-5 to ensure disseminated information is not contradictory.
- Informing soldiers, family members, and DOD civilians of their rights under the Privacy Act, OPSEC responsibilities, and roles as implied representatives of the command when interacting with news media.
- Assessing and recommending news, entertainment, and information needs of soldiers and home station audiences.
- Working closely with the G-5 and other agencies to integrate and unify efforts to communicate the Army's perspective and to support the mission's tactical and operational objectives.
- Advising the commander and staff on Privacy Act and Freedom of Information Act matters.

(AR 360-1 discusses PAO responsibilities and duties.)

Staff Judge Advocate

D-133. The SJA is the commander's personal legal adviser on all matters affecting the morale, good order, and discipline of the command. An SJA serves commanders exercising general-court-martial convening authority. The ACOS, G-1/AG exercises coordinating staff responsibility over the SJA, when required. Additionally, the SJA serves under the supervision of the COS to provide legal services to the staff and, through other staff members, responsive legal services throughout the command. A legal support element—including at least a judge advocate—deploys in direct support of each brigade-level task force. The SJA provides complete legal support, including operational law (OPLAW) support and coverage of six core legal disciplines: international law, military justice, administrative law, civil law (including contract, fiscal, and environmental law), claims, and legal assistance. SJA responsibilities include—

- Providing military justice advice and performing military justice duties prescribed in the *Uniform Code of Military Justice*.
- Resolving legal problems regarding administrative boards, investigations, or other military tribunals.
- Providing technical supervision and training of legal personnel in the command and its subordinate units.
- Providing legal advice and assistance concerning contracts, health care, environmental matters, and compensation matters.
- Providing legal counsel to the CPO, EOA, and the command.
- Providing counsel to the family advocacy case review committee.
- Serving as the command ethics counselor.
- Providing international law and OPLAW assistance, including advice and assistance on implementing the DOD law of war program. This includes helping to draft and review ROE.
- Assisting with litigation in which the United States has an interest.
- Operating the following command training programs:
  - Legal assistance.
  - Claims.
  - Procurement fraud.
  - Federal magistrate court.
  - Victim-witness assistance.
  - Military justice.
- Participating in targeting meetings to advise on legal considerations to minimize unnecessary collateral damage or injury to the civilian population.
- Providing legal advice concerning intelligence activities.
- Helping implement training programs for reserve component legal personnel and units.

(AR 27-1 and FM 27-100 discuss SJA responsibilities and duties.)